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D'S and  
DON'TS  
in the ARMY  
FOR OFFICERS AND MEN

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*An Introduction to Military Science*

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# DO'S AND DON'T'S IN THE ARMY

By

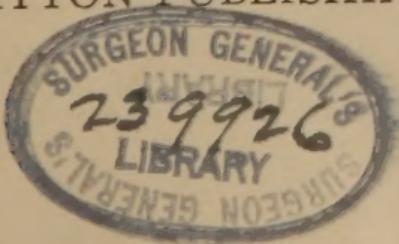
LIEUT. HAROLD HERSEY

*9th C. D. C., N.Y.*



*Fits the Pocket*

NEW YORK  
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Dedicated to  
The Men of the  
**Ninth Coast Defense Command**



## PREFACE

This book aims to supply much needed concise information for men who contemplate enlisting and for those already enlisted—officers and privates. No attempt has been made to exhaust any part of military science, nor has the author plunged into theoretical discussions. Only the essential things have been treated and as briefly as possible. To be a good soldier nowadays entails a conscientious study of "what to do—and how to do" in the army. This book only covers important facts and is intended to serve only as an introduction to the more serious study of military science. No longer is it possible for the recruit to merely "shoulder a musket and go off to war." The romance of war has given way to science, owing to the introduction of mechanics into the great world war now raging. Thus it has resolved itself into a matter of brains and endurance—plus mechanics. With the increase in physical requirements there has been a corresponding increase in educational require-

ments. The soldier of a modern army, if he endeavors to live up to the spirit of his duties, as well as the letter, is sure to become the most efficient and best prepared individual civilization has thus far produced. Coming as he does from the best blood in the United States, the American soldier shows vast improvement both in morale and physique over his brothers of previous war periods.

Realizing this fact, the author has merely endeavored to help the beginner find his way through the tortuous mass of detailed knowledge he must acquire—as well as furnish ready reference for the more experienced.

This little volume contains practically everything which will be of use to the recruit. A careful study of its pages will prepare the civilian for enlistment and also give him the proper sort of general knowledge, the lack of which might seriously hamper him in his work. It also makes clear the differences between the work of the enlisted man and the officer.

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# DO'S AND DONT'S IN THE ARMY

## CHAPTER I

### **The Duties and Department of Officers**

Thousands of men, every one of them the selection of Regular Army Boards, are at work in various camps and armories throughout the United States preparing to fulfill the duties of officers in the vast army that must be brought into shape as soon as possible. From these camps the Government will obtain the necessary number needed to direct this great force. The race for coveted shoulder straps will always be keen and the holder will be able to pride himself on having studied conscientiously and proved himself to be a capable individual—well prepared for emergencies—possessed of perfect health—and that initial knowledge necessary to aid him in the control of the men placed under him.

It is evident that to attain such a position much

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serious study will be required. Training camps are most thoroughly equipped and most rigorous in discipline. Every man therein is under close observation by regular army officers and his way of working minutely studied. The English and French governments have placed instructors at the disposal of the United States with complete records of their own training camps, and the work will be organized by them so as to do away with possible failures.

The average citizen of military age who contemplates taking this step should rapidly come to a realization of the gravity of the situation. He should take full stock of himself and not be afraid to look at his shortcomings with an unflinching eye. One must not imagine that simply because he possesses a handsome figure and has stood at the head of his class in school that all he needs to do is to enlist and then put on the shoulder straps. Good health and a fine school record are necessary elements, to be sure, but they form only the background to an officer's equipment.

The most important thing is leadership. This does not mean the mere ability to leap out and lead men to victory over a field under the fire

of the enemy. It means the ability to handle men under all conditions. This is the acid test for officers. It does not spring up in the night and we cannot find directions how to do it in any book so far published. This kind of leadership is the sort that makes the modern soldier the most efficient of all times. The long, tiresome days in the trenches and in camps have proven difficult. Very little individual heroic work in front of the troops is allowed to-day. The modern war hero is the individual who subjugates his interests to those of his government and who obeys the orders of his commanding officer with unwavering loyalty. And this sort of leadership depends on two things: **superior knowledge and intelligent sympathy with your men**—together with an abundance of energy and the will to use it.

Let us take up the matter of superior knowledge first. One thing to be remembered at all times is that the average man in the ranks is loyal to his officer provided that officer possesses the necessary knowledge to perform his duties. The enlisted man does not want to be coddled and petted, but he does want his officer to be a man of ability. And the new officer will find out to his sorrow that bluffing does not pay. He

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may succeed with such a policy for a short time and fool himself into thinking it a successful one, but there will come a day when his bluff will be discovered, and then—pity that officer! His efficiency will be almost negligible from that time on.

A story is told of an officer on the Border who received orders late one night to go to the assistance of some troops at a nearby village. A few of the boys were out for a good time and the officer sent after them, and who should have known better, got up before them and described a forthcoming action against the enemy as one of serious import. The desire to be dramatic got the better of him and he bluffed his company into believing the tale. When they discovered the truth it went hard with the officer. In fact, it became so uncomfortable for him that he was forced to retire.

This is merely given as an example. Remember this: **He fights best who knows the worst.** If at any time an officer is ordered to lead his men into action, he should tell them the truth—and nothing but the truth. They will fight the better for knowing it. Their efficiency will depend largely upon their confidence in their officer. If

he has understood them and convinced them that he knows what it means to be an officer in the American Army they will follow him wherever he goes at any cost.

To obtain this loyalty one must have that self-confidence that justifies a man's willing obedience. Again, true self-confidence cannot be mistaken. It is useless to try to fool oneself into believing that just because he has passed the necessary examinations he is an efficient officer. Becoming an officer in the army is somewhat like becoming a lawyer. The young graduate of law school has merely been taught **how to find the law**. The reason for his often becoming the subject of jest is that he applies this knowledge without first understanding the practical side. An officer who has just passed his requirements is rightly called a "cub." His knowledge is purely theoretical and his ability to lead men is a matter for conjecture. And this will be the position of ninety per cent of the men who will graduate from the camps. No matter how rigorous the discipline, how difficult the studies, how hard the work, graduates will be mere cubs until fortified by real experience, and their futures will depend

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largely upon how seriously they take their duties in camp.

Self-confidence is a matter of health and spirit. A man with a diseased body might have confidence, but he is the exception rather than the rule. **The best way for a man to be patriotic is to keep in good health.** It is not so dramatic a thing to do, but it is positively necessary. To be confident in one's superior knowledge and one's ability to lead men one must have an excellent physique. Without this he would be unable to carry his orders into effect. To aspire to popularity among men requires good health. They will not admire a man who continually visits the doctor. They know that an officer has no right to allow his system to get in such a condition that it requires a doctor's continued care. Wounds and accidents are a different matter.

In the German army, for instance, sore feet are treated as military offenses. This should apply to everything else concerned with the condition of the body. An officer cannot afford to neglect his health. In a later chapter will be found suggestions and rules which, if followed, will obviate the necessity of worrying over physical condition.

With good health our next consideration is spiritual health. By this is not meant the pointing out of a sentimental moral. By "spiritual health" is meant cleanliness of mind, the only kind of a mind which may succeed in a distinct, intellectual grasping of the problems facing an officer under all conditions. In order to fit oneself to become a leader of men it will be necessary to go through the rigorous course of study which has been outlined. Likewise it will be necessary to start from the bottom, and success will depend upon seriousness of endeavor. But this in turn depends upon manliness and self-confidence.

Popularity with men is hard to obtain. They are not going to admire a man who fails to live up to their idea of a gentleman and an officer. One will be surprised to find out how quickly the average man responds to the leadership of the superior mind and will. The man in the ranks not only wants to be led, but he wants to be led intelligently. He will expect his officer to be prepared with instant decisions in time of stress, and he will not understand any failure. The enlisted man may confer with his officer upon some important subject, but he will expect his superior to reach a decision in a

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prompt fashion. He will expect absolute justice along with stern discipline.

These things come with time and only to the individual who has taken hold of the problems facing him and settled them satisfactorily. To the man with self-confidence this will not be difficult. He knows that success depends almost entirely upon his ability to grasp things at their source. He knows that his work will be hard. He knows that the control of men is a serious matter. He understands how important is his position and there must be no doubt that he will succeed. But he must never allow himself to slip into carelessness, or to neglect any of his duties. Too often the brilliant man is temperamental, and although temperament in an officer is something worthy of admiration, it depends entirely upon which way temperament may lead.

The popular officer is without doubt a man to be admired. A look at the men under him is a pleasure as well as instructive. Their drill is snappy and they spring to the command with a zest that cheers the heart. His brain is active, his knowledge is all-comprehending and his men look upon him with unwavering fidelity. **They know that**

he understands. To them he epitomizes all that is fine. There may have been times when they were in trouble. If so, he was alert concerning their interests and his prompt assistance will never be forgotten. It may have been a small matter—like getting his men under cover from a storm, shielding them from needless discomforts. Whatever it might be, large or small, his thoughtfulness is taken as indicative of his ability in all emergencies.

The soldier will positively do as he is ordered under adequate leadership. Napoleon was the marvel of his time for obtaining results. But this would have been impossible without a large number of loyal officers under him, who possessed ability. It was the spirit which he was able to impart to his men that was of most importance. The successful leader knows this and he continually endeavors to produce the proper spirit among his men. In camp, on the march, everywhere he is striving for that illusory thing out of which whole campaigns have been won. Without such leadership the army under Lee could not have existed a moment. It only comes to the man who is possessed of superior wisdom and intelligent sympathy with the needs of his men.

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The soldier remains content with very little and accomplishes more than is required of him if he trusts the officer who is over him. There is not a man living who doesn't like to know that his work, well done, will be appreciated. Men will come to enjoy the quick, efficient drill, no matter how exhausting, if they are assured of proper appreciation from their officer. This does not mean that he must be profuse with compliments or relax discipline. If careful to build up this spirit in his men—this morale so necessary to good troops—the man in command will be amply recompensed for his labors.

If we will stop a moment and consider what the training of men is for, it will make the situation clearer. The ordinary drill of a squad, a company or a regiment is for one purpose—discipline. Day after day the same maneuvers are gone through with for the simple reason that it will teach the men to follow their leader, to do exactly what he tells them to do. This morale will not come if the drill is not made an interesting matter. There is no reason why it should become humdrum or monotonous. Strange as it may seem, the drill can be made as fascinating as a game of football if the officer

knows how to instill the required enthusiasm among his men. An astute system of rewards is one method—justice and ability, another. The combination is the surest way of achieving results.

For instance, when drilling men, officers should be on the constant lookout for the man who is trying to do his duties well and who achieves this result. The honest dullard is not a good soldier. The officer makes a mistake if he thinks so. The man who is able to think is the man whose training is most interesting. If there are incurable dullards in the ranks, that fact is most unfortunate, and they should be weeded out for the sake of the general spirit of the command. All such should serve as utility men.

The leader must never neglect the opportunity of picking out the men for recognition who are doing their work in a thoroughly satisfactory manner. Some authorities recommend definite rewards. Probably the best way is to leave the matter of reward to the officer himself. It is a problem which he must face and one which he must conquer alone. His success will depend largely upon his intelligence and the seriousness with which he assumes his tasks.

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The thorough-going officer of the type which we are considering is one whose self-confidence takes the form of action under stress as well as in camp, but his early relations with his men will determine his future. The Government provides its officers with better mounts, better conditions of living, for one reason only—that they may be at all times ready to perform their duties. The movement of troops rests largely on the condition of their leaders' minds. If they are fresh and not easily tired they will be found both efficient and reliable. For this reason the officer who expects to be one in the full meaning of the word cannot afford to allow himself the pleasures that he allows his men in "off times." By this is not meant that he will allow them to run riot. His control of them during "off times" will depend largely upon previous treatment. The point is that the officer cannot afford to indulge in any stimulant which weakens or undermines. He must avoid anything which leads to laxness of morale or judgment. He must always bear in mind that his is the responsible head and his actions are observed with eagle eyes by every one of his men. They may seem to condone on the surface, but in their hearts they will despise

the man who is weak. They make mental pictures of what an officer ought to be and expect their officer to live up to the likeness. It may be a rigorous role, but an officer's success depends upon his ability to live up to an ideal of what any officer should be under all circumstances.

It is an important thing that the officer trains himself to think under difficulties. The time will come when he stands under fire, and then will be the final determination of his success. He is almost certain to be nervous, in fact, frightened; but his ability to conceal this from the men under him is the thing to bear in mind. The best officer in the world is likely to be sensitive, and even nervous, but his training must make it possible for him to subjugate himself to discipline in such a fashion that after two or three great trials he is in perfect control of himself and capable of giving the most intelligent orders with firmness of voice and the face of a sphinx.

Emergencies must find the officer level headed. The reason for his being an officer is because he is supposed to be in possession of superior will power. He may be nervous at some critical time, but he will not allow it to control his thinking capacity.

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A story is told of a general who was leading his troops through a particularly dark forest. His aide, riding at his right, happened to notice that the general's hand trembled slightly.

"Why, General," he said in a surprised way. "I believe you are afraid."

"And so would you be afraid if you knew where I was leading you," was the answer.

This illustrates what is meant by control. This general would not have allowed his soldiers to see that trembling hand. His aide only discovered it through accident. The point was that the general was cool, collected and determined, and no matter what it cost him he intended to do his duty.

The man who rushes, with sword waving, at the head of his troops, as one so often sees in the motion pictures or reads about in books, is a thing distinctly of the past. He has no place in modern warfare. He would be not only a man certain of death, but of laughter as well. The officer carries only small firearms, swords are not used to-day. He is put there to direct and the authorities are determined that his services shall not be cut short by reason of old-fashioned heroics. His work is one that

requires patience, tact, unselfishness. He must be as willing to do for his men as they would do for him. Not only must he understand human nature and be a stern deliverer of justice on all occasions, but he must be a father to his men, an authority (almost) on cooking, hygiene, marching, and everything else relating to the army life. The more he knows the further he will get —with his command.

Being father of one's men is simply to give close attention to their needs, co-operation in all that they do, and full sympathy in their misfortunes. Such a man is truly a leader of men. It is no easy goal to attain. The laggard is not a candidate; nor is the brilliant aristocrat who does not do his duty.

A good officer is one who is continually on the alert to see that the interests of his men are watched over and cared for. He does not take a nap when his men are forced to do double duty. He observes everything that takes place and is the first to come to the aid of the soldier who needs it. He sees that his men are well fed, properly clothed and cared for. He is always ready to come to the defense of his men both with reference to the larger organization inside

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the army and the outside world. He does not hesitate to take the same chances in the field of action and he never fails to be devoted to their interests either on battlefield or in camp.

"Train yourself to think quickly"—that is the slogan of the modern officer towards his men, and that is the behest of Uncle Sam to his officers in the field.

"Learn to use your voice so that your orders will be distinct and always understood. Practice giving orders until you are able to make yourself understood from a distance. This requires patience. Build up the strength of your vocal cords so that it becomes easy to make yourself understood. Don't try to learn it all at once, but teach yourself gradually how to give commands to a large body of men. Only practice will bring perfection." The foregoing is a condensation of all that can be said on the subject of giving commands. Perfection will not come at first—it takes time to succeed.

Bear in mind the preceding ideas. Remember that you stand for something much higher than yourself—that you are the servant of a great Democracy. You may be sure that your country is at war for certain principles that are inviolate

and it is your duty to do your share towards bringing the war to a rapid and successful finish.

Take up your problems slowly and learn the essentials in such a manner that it will be impossible to forget them. You are to be given plenty of time to study and to learn by practical work just what your duties are, and if you are patient you will come out of the mill a well-equipped and efficient officer, and, later on, a better citizen.

And above all the test will be whether you will be able to think logically and act quickly upon your thoughts. This can only come as the result of a painstaking study of the things you are learning at the present time. This book can only give you a general survey of the necessary elements for the making of a soldier. It can only point the way. Its usefulness will depend largely upon your grasp of the spirit in which it was written—the spirit of service to an ideal that is worthy of every man—a wholesome and devoted regard for the United States, her interests and her welfare. Your patriotism is to be shown only by performance.

## CHAPTER II

### The Duties and Deportment of Enlisted Men

**The private soldier is the company.** Upon his understanding of the word obedience depends the morale of an army. Obedience without zest is worse than useless. The captain of a good, snappy company at drill is likely to be captain of an efficient company on the field of battle. The training of his company has generated a certain morale that will lead the men where others might lag behind. Days of relentless practice in ordinary drill produces this, provided the average soldier understands exactly what obedience means.

In the old days it was the custom for soldiers to be more or less individual, to depend largely on their **dramatic courage** in battle. Men rushed forth at the head of troops which were scattered this way and that, and the outcome of battles

depended largely upon the individual staying power of the men. It was often difficult to decide who had won a battle.

Nowadays it is the collective soldier—the entire army of a nation—who decides battles and wars.

It is obvious that if this collective soldier were disinclined to obey orders, to endure hardships with patience, and to doubt the ability of the seniors in command, there could be no discipline, no results in warfare that could be figured out beforehand. And because of this we have drill and other forms of concerted action in order that the soldier may be taught to obey orders automatically.

At first the recruit is inclined to resent the many details he is required to observe. He feels that he is as good as the officer over him, and he doesn't understand why he should have to stand at attention while an officer speaks to him; why he should salute at all hours of the night and day and wherever he happens to be. The incomprehensibility of it all is a puzzle to his untrained mind. Once he comprehends what it is all about he becomes an admirer of the system.

There is a real necessity for the line which is drawn between officers and enlisted men. Some

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critics of the Army and Navy have criticized officials for what they chose to call "snobbery." This could have only sprung from ignorance on the part of the critic. The very fact that an officer insists upon the niceties of life to this extent is proof positive that he is not the snob, and never was one. In order to obtain absolute discipline from his men he must insist that their lives be separate. Too-frequent association might dispel that idea.

I have often watched recruits during their first few days in uniform and have been amused at the attitude with which they saluted their officers. Many of them understood immediately and executed the salute with all the precision possible—others did it half-heartedly and looked disgruntled. They gazed upon the retreating form of the officer as though they were saying to themselves: "Well, he certainly thinks he's the only thing on earth."

There is no reason for such an attitude of mind. The enlisted man should remember that he is not saluting the man, but the authority he holds. He is paying his respects to the command under which he is placed. The particular officer in that uniform may be a man just like himself, but for

the collective and efficient purposes of discipline they have been placed apart. The centuries have proven that such a policy is the only practical one. Some must lead. The enlisted man should never allow his personality to become confused with his uniform. His country expects him to have a mind of his own and to use it when there is a need for it. And the greatest need of a recruit's mind is the understanding of obedience.

When one remembers that modern warfare is a matter of years' duration in which the fortitude of men is all but exhausted, it will be seen how important this word obedience is. These officers who seem cranky with you because you do not grasp the essentials as promptly as you should are in reality in possession of certain facts, certain experiences which taught them the necessity of preparing you beforehand for the struggles ahead. **They want to learn to depend on you as well as to have you learn to depend on them.** The interminable days of dry-as-dust drilling mean something. Nothing is being done that is unimportant no matter if it does seem so to you. You will realize the value of this knowledge at some critical moment later on and you will thank these very officers for their painstaking care of

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you and their desire to see you become rapidly the kind of a soldier who can be relied on.

In the second place the officer over you is in turn subject to even more rigorous discipline than you are. In addition to the performance of his duties he is held responsible for your condition. When the hour comes that he is called to lead you into some particularly dangerous field of action he will be held strictly responsible for what happens. How much more successful will he be, and how much more credit will be attached to your company, if there is mutual understanding by which you act in concert.

All of this formality, this observance of detail, is but for the one reason—the teaching of obedience—or in other words, discipline. Obedience is the prime consideration of the soldier under all conditions. He must train his mind to be open for any command and his actions must be prompt once this command is fully understood. There may be times when certain commands seem queer, even wrong, in your estimation, but that is none of your business. Teach yourself to remember this and to jump forward when you are commanded to do so.

If some other system had proved as good it

would have been adopted centuries ago. But war after war has shown us that the successful army is the one whose soldiers know how to obey. They know this word "obey" when they are hungry and tired and almost exhausted. They are ready to leap to their feet in the middle of the night after a hard day's work; they are prepared to do double duty and not to grumble at things which go wrong; they are proud of the unit to which they are attached; they feel that their officers have their interests at heart and will not let them want when there is no necessity for it. It is this sort of spirit that is the necessary adjustment to obedience. It is called the morale of an army, and Napoleon considered it about seventy-five per cent in importance. When an army has been trained and through tireless drilling has lost its mob-like appearance, thus becoming a working possibility, the next thing of importance is to see that the proper spirit governs the actions of the men. If this spirit is lacking something is the matter.

There is no reason why you shouldn't begin right now to inculcate this spirit of unselfishness in yourself as well as your fellows. Let us assume that day after day, week after week,

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month after month, you are driven through the most rigorous tasks that call forth the last ounce of your patience—you have been grumbling at the enormous amount of it all—you are associated with a crowd of men who are determined not to become soldiers in the complete meaning of the word—you are not being taught intelligently.

All these things being true, what then? Is this sort of business getting you anywhere? Is it helping you any to sit around and discuss your troubles with a lot of men who will never achieve anything, either in the army or out of it? Aren't you wasting the time of your superiors and your Government by loafing when you should be struggling with the many problems that face you? Your instructor may be having as hard a time teaching you as you are having trying to learn. He is not necessarily an unreasonable person. He may be a gruff Sergeant who has seen years and years of service, but he is not half so black as he is painted. Just try doing what he tells you to do and keep your mouth closed until it's all over. Then if you have anything "on your chest" which seems important and worthy of immediate attention, call him aside and tell him all about it. Depend upon it, if there is any justice

in your claims he will recognize it instantly and act accordingly.

Don't let a little misunderstanding put you in the class of "No Goods." This class is always a large one and its members are a sour lot. They sit around like crows and their greatest accomplishment is "knocking." This intellectual treat is repeated many times each day and I warn you to take no stock in them. Not only would it react against you, but there will come a time when some honored work is to be given out and you will have the mortification of seeing the other fellow walk off with it—the man who obeys orders.

It is only necessary to know that the one who gives you orders is your superior. It is up to you to respect his office. You would obey orders in the business world for dollars and cents, why not in the army, where life and death may depend upon your action? Carry out all orders to the best of your ability. If it means that you will be put to a lot of trouble, what of it? The good things don't come easy and your success will depend largely upon your handling of difficult missions. **Do not forget this point.**

Don't stand around with your mouth hanging

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open when you receive an order. Keep it shut and don't say anything until you have accomplished what you started out to do. It may be that you despise the individual who gave you the order, but if you will recall that the individual in that uniform represents your Government you will understand how important it is that you do not hesitate to do promptly what you are told.

What counts most in the carrying out of orders is this spirit, this morale, which I have spoken of. It would be a poor army whose soldiers carried out their orders in a sleepy, inconsequential fashion. It is said that most old-timers in the army love to grumble. This may be true, but I doubt it, for I have witnessed them in such far countries as the Philippine Islands, where conditions were bad, and I have yet to see a man who did not carry out his orders under stress willingly. There may have been things that grated on their nerves, but they were able to subjugate their feelings pretty thoroughly.

From the beginning you must accustom yourself to carrying out orders in a thoroughly healthy manner and with good will for all. You are the defender of your country, the individual upon whose efficiency depends a battle, a campaign, a

war. Your officer expects you to live up to that high standard of duty so necessary for success. He has been associated with you during the long preparatory period. He knows you are anxious to do what is expected of you (if you are), and he will turn to you in time of need to help bear the heavy burden of responsibility resting upon his shoulders.

Cultivate a wholehearted loyalty to your non-commissioned officers, your officers and your commanding officer. Don't believe every little rumor about them. They are human and are trying to do their duty. You will prove your lack of usefulness by standing around cawing at them. Get down to your task and make it grow under your hands. You've got to do it, so why not do it in a cheerful, helpful way? You can't be loyal if you grumble. You will never be efficient if you shirk your duties. You will never become a non-commissioned officer if you neglect your work and fail to make yourself acquainted with your responsibilities.

I have often heard private soldiers discussing the pro's and con's of their position. They either fail utterly to realize their collective value or they place themselves upon pinnacles of out-

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raged importance where they deliver certain judgments upon Officer So-and-So, some fellow, perhaps, who is so anxious to do his duty that he overdoes it a little. These men only need to have the truth pointed out to them by **those whom they trust** and such misunderstandings can be eliminated. Naturally there are chronic grumblers whom no amount of explanations gratify. They are hopeless and their punishment will consist in getting all the dirty work in camp and elsewhere.

A thing of vast importance is the spreading of this feeling of loyalty. If you are one of the fellows who spread sunshine everywhere, get busy and see that it permeates the dark recesses of these grumblers' minds. Get after them day and night and show them by your example how much better their meals will taste if they get the dark brown out of their mouths which comes with dissatisfaction.

Close-order drill is primarily intended for discipline, and once it is **thoroughly understood** you will find it much easier to obey commands promptly and effectively. Your squad and your company are your most immediate units. They are formed for a good purpose, a necessary one;

become an efficient part of them and by your excellence help improve their working possibilities.

It is indeed true that the soldier is the company. He is the material which is thrown in shape for a definite purpose and he must make it his duty to see that he is a credit to it, and also that his companions are the same. If you are an athlete of some standing, get out and win laurels that will react favorably upon the standing of your company. You will be surprised to see how quickly the good men flock to a company where there is some spirit and achievement. Make your company known in the army for some definite thing which you can do better than anyone else, and always remain ready to defend this title in a sportsmanlike manner.

Don't fail to salute your officers. As already explained, these niceties in the army are for a purpose. They stand in place of the ordinary acts of courtesy in the drawing-room. They are the symbols of your gentlemanly qualities. It doesn't cost anything to be polite, but it is an expensive thing to once obtain a reputation for discourtesy. Once you gain a reputation of any kind in the army you will find it next to impos-

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sible to shake it off. It will be difficult for your commanding officer to make of you a non-commissioned officer if you have a record for conspicuous lack of good manners.

The salute is a delicate matter, one of definite importance. It will be treated more fully in the chapter on Discipline.

Success in fighting is the object of training. The entire army is for one purpose only—to win the battle as quickly as possible and with the smallest loss of personnel and equipment. It is a mistaken idea to imagine that generals purposely waste their men's lives. It is often necessary to order charges that decimate troops, but only as a last resort. Pickett's charge, the ride of the Four Hundred in the Crimean War—these have been made historic because of their dramatic qualities, their immense cost in lives. They are typical of only exceptional times.

It is not meant to suggest here that you are going to have a "rosy time." On the contrary, if this war is properly handled and carried to a logical end, it will likely require the complete co-operation of every man and woman in these United States. You are doing your bit by enlisting and shouldering a rifle. You must not rest

content with this. You must come to a keen realization of what being a soldier means and you must act upon that faith with unadulterated fervor.

Do not imagine that you are lost in the mass of men who surround you. The army in certain respects is not the least bit different from the civil life which you recently left. Here the bonds, if anything, are tighter, the feeling of comradeship keener, and the man with ability recognized more promptly by his fellows. Here promises are to be lived up to. No man is taken on faith. He must prove his worth. The army is the truest Democracy of the world. Every man has an equal chance with his fellows. His motto is "Service" and he must live up to it eternally. Democracies fail because the word "Service" is forgotten; likewise, armies fail if this word becomes rusty.

If you have ever played football you will recall how the coach insisted upon one thing—team-work. His entire teaching began and ended with this. I remember that the failure to comprehend this lost us our first important game of the season. We tried, each in his individual fashion, to do our best, but there was no spirit of the

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whole, no morale. We did not understand what teamwork meant. But we soon found out. And when we did we had one of the most successful seasons in the history of the school.

In the army, a place where individual worth is something of vast importance, this teamwork must be developed to the last point. Each element of the vast organization must be taught to co-operate with the others and each soldier taught to work with his fellow soldier in a friendly, helpful manner.

The individual in his own way has certain duties that are important and must be performed. He is held responsible for them. He is expected to be intelligent in the way he handles his work and his actions are closely observed. He must subordinate himself to the cause for which he is fighting and this subordination must be complete and final. Even the commanding general is subject to the strict interpretation of certain laws. He is held by the people of his country in strict accountability, and his failure is appalling. There is no doubt but what McClellan's lack of initiative after the battle of Antietam helped defeat him for the Presidency. The country could not place its trust in an officer

who failed to live up to their conception of what an officer ought to be.

And so it is with the private in the ranks. His work, his individuality, may not be so dramatic, so spectacular as that of the commanding officer, but what could the officer do without him? The question needs no answer.

Learn to do what is required of you in an orderly, efficient manner. Remember always that you are the individual upon which the country is leaning. You may be at some time among the slender few who will stave off defeat. Your training must be perfect. You must have before you constantly all the facts necessary to the better understanding of your work. Learn that obedience means simply a quick way to obtain results. Do not consider that you are slighted because you are not singled out immediately for favor and honor. A day will come when you will have a chance to prove to your officers that you are trustworthy. They will not be slow in recognizing this quality in you, either. They are on the alert for competent men and will stand behind you with all the power at their command.

Cultivate the spirit of unselfish devotion to your officers. They are trying to help you, so do

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your best to help them. Be sure that you have the proper morale that will lead you to victory. Often two or three hundred men have held an army at bay simply because they possessed this morale which made them feel that they were invincible.

This discipline is but a means to an end and it depends upon you and your comrades in arms whether or not this great army that America is forming is to live up to that spirit which dictated the peace leading to our independence.

## **CHAPTER III**

### **An Officer's Equipment**

The most important thing for the new officer, or any officer, for that matter, to consider is his equipment. Upon the completeness and durability of this depends largely his future actions. Without practical material, without previous study or serious consideration of this, he is likely to find himself hampered in the field. His shoes, his breeches, his coat, his hat, these and many other details are not to be ignored under any consideration. What seems a slight matter now may loom large on the horizon after one has encountered a few obstacles. I cannot caution the reader about this too often. It led to serious trouble in the Philippines. It causes many aches and pains on the long marches which you will be forced to take. The men along the border learned to their sorrow how much it cost them to treat

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the matter of equipment lightly. The smallest element may be the most important. Take your time and don't let the clerk in the store hurry you. He's there to earn his wages and to please you. If he doesn't, call the manager. But above all leave the place with the feeling that you have considered everything and have not been impatient to get into that "new uniform."

The officer, of course, must pay for his equipment. There is a good reason for this. It means that the attention given to the care of it will be intensified and doubled. It means that the officer will see to it that he is neat and trim at all times. He sees others about him who are most particular and he soon learns to make his tailor's life miserable. Naturally, the one thing never to be forgotten is immaculate neatness. A shoddy officer is about the most despicable object in the world. It reflects an attitude of mind. If you have ever noticed the way the average citizen carries himself you will see how necessary it is that you give the appearance of compactness and ability. Your stride, the way you hold your head, the swing of your arms, the cut of your clothes—one cannot afford to let any of these elements escape attention.

The slightest wrinkle in your coat is bad. You are an example to your men. They must see you at all times and they must see you as an officer should look. If you come slouching along and stand with your arms akimbo you will not inspire obedience. A well-tailored uniform makes you feel like standing erect. If you have an intelligent tailor do your work for you it will repay in the long run even though the price is higher than you think it ought to be. To be "penny wise and pound foolish" in the matter of uniforms is an unfortunate circumstance.

Don't ever allow yourself to neglect having your uniform pressed and cleaned as often as possible. In times of peace this will be comparatively easy. During long campaigns in war it may prove more difficult, but even then you are expected to do what you can. It is surprising what a man can accomplish if he wants to. It is reasonable to imagine that as an officer you are not going to shirk your duties. It is also reasonable to suppose that instead of offering excuses you are going to do what is required. Keep this matter of a trim-looking uniform well in mind.

**Service Uniforms.**—It is wise to have two

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grades of uniforms, one for service wear—that is, for long hikes and duties around the drill field and for ordinary wear—and one better grade service uniform for off moments and for work where there is little danger of ruining one's clothes. You will be the best judge of this after you have had some experience. The most effective service uniform is made of olive drab standard cotton cloth. This cloth is durable and of such a color that it does not show dust very quickly. It can be laundered.

**To Launder the New Olive Drab Cotton Cloth Uniform.**—Wash in cold or lukewarm water. The starch should be colored with black coffee. In ironing, a woolen cloth should be placed over the uniform before the iron is applied or the uniform should be ironed on the **reverse** side.

It will be best to procure one or two of these uniforms; three if possible. You will be called out at daybreak and will be forced to drill and maneuver over ground that will not act tenderly on your uniform. It will be torn and soiled and often mutilated completely. This uniform costs about \$15.00, including the coat and breeches—cheaper grades as low as \$5.00.

The better grade service uniform is made of a

number of different cloths—the olive drab cloth, the olive drab serge (14 oz.), the imported serge, the heavy (20 oz.) weight olive drab serge and the olive drab gabardine cloth of a light weight and with an unlined coat. The prices range from about \$22.00 up. These prices usually include the insignia of rank and all collar devices. They must be tailored to order. It is always unsafe to buy a ready-made uniform.

**Full Dress.**—It is unnecessary for you to purchase a full dress uniform at this time. The chances are you will not need one in this war at all, but if the occasion arises you will be given plenty of time to have it made.

**Raincoat or Cape.**—A good raincoat can be secured for about \$12.00. It should be of olive drab color and as light in weight as possible.

Reversible and non-reversible capes can be bought for about \$8.00. They should be olive drab in color. The reversible capes are often black on one side so that they can be used with full dress.

**Collars.**—A good stock of these should be on hand. The price is \$.15 each.

**Service Shirts.**—The olive drab flannel and standard 8 ounce shirts are about the best shirts

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made. The flannel one costs approximately \$2.50, the standard, \$3.50. For summer wear it is wise to purchase a few cotton shirts (olive drab), costing about \$1.25 apiece.

**New Regulation Service Hats and Caps.**—The hat is another thing to be careful about. A cheap hat is about the most useless thing imaginable. The first inclement weather sees it ruined. Often it is hard to get a new one and you will pay dearly for not getting a good hat at the start. An extra grade of the U. S. Army regulation service hat is the thing to buy. It costs \$6.00 and it will withstand anything. The cap costs about \$3.00 or \$4.00.

**Service Hat Cords.**—The gilt and black cord costing about \$0.75 is all that is needed. The more expensive cord is not half so attractive.

**Olive Drab Overcoats.**—There is such a range of selection in the matter of overcoats that it often confuses the new man. One can get a good tailor made olive drab overcoat (30 oz.) for approximately \$35.00. It is better than the more expensive cheviot and will prove a valuable asset. Don't imagine that just because it happens to be summer time there will be no need for it. A surprise will be awaiting you on some of the

snappy nights when you are detailed for duty. By all means see that the tailor fits you properly, allowing plenty of room and cutting the shoulders close.

**Sweaters.**—If you can afford to do so it is wise to get a good one. The cost ranges from \$5.00 up.

**Belts and Holsters.**—The U. S. Army standard is one with a woven vertical magazine pocket, carrying in separate cells two magazines for 45-calibre Colt automatic pistols. The pocket slides along the belt and is detachable. Price about \$3.00. Be sure to have a strong trouser belt. The service belt is made of leather. It costs from \$3.00 up.

The holster costs about \$5.50. See that it will hold the kind of pistol you intend purchasing.

**Pistols.**—A good Colt automatic costs from \$23.00 up. This is an important element and should not be neglected.

**Haversacks.**—Be sure that the haversack is olive drab in color and that it is well made. It costs about \$3.50.

**Sabers.**—There is no necessity for a saber. Modern war has abolished it practically. Staff

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officers often use them, but do not trouble your mind about the matter.

**Puttees.**—Ordinary pigskin (domestic) puttees cost about \$6.00 or \$7.00 a pair. A measurement is required. The English spiral wool puttees cost about \$3.50; the domestic, about \$3.00. No measurement is required.

**Mounted Officer's Equipment.**—There are certain differences between the uniform of the mounted officer and the foot officer which should be remembered when ordering the uniform, and be sure that the tailor knows which is which. Any military tailor will understand what is needed. The mounted officer requires saddles, saddle bags, halter bridles, equipment bags, service saddle cloths, saddle pads, regulation spurs, and the like. Be careful that the saddle is of the best make. The famous McClellan saddle is a good one. It costs about \$30.00 or \$35.00. (See list under Mounted Officer's Equipment at close of this chapter.)

**Bedding Roll.**—The bedding roll, bed sack, camp mattress, folding cot, telescope cot bed, folding camp table, telescope folding table, folding chair, folding camp pails, folding camp basin, automatic folding lantern, folding washstand, field trunk,

housewife, blankets, etc., are things that admit of a wide range of choice. Each man should find out from an experienced officer just what he will need in the particular service to which he is attached. Do not buy a whole lot of unnecessary junk that will only clutter up your tent and be in your way when you move. Many new men rush into the stores and buy about everything they see, and then are disappointed to find that the actual need of them fades when they reach camp. An amusing sight is to see them gradually discarding this and that cherished object with a sigh of relief after they have packed them and unpacked them until their patience is exhausted. If you have ever done any camping you will know what the ordinary man needs and will not burden yourself. Naturally, one needs to be careful as to the kind of blanket purchased, the toilet kit and the important items. Experience will soon teach you what you need.

**Shoes.**—The shoe is, without doubt, the most important part of the equipment which you expect to buy. Every minute that you spend now in the study of this matter will repay you a myriad of times during the coming service. It will be a revelation to you just how much your

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**feet can hurt.** The efficient captain of a company personally attends to the fitting of shoes on every soldier in his care. Not only does he do this, but he sees that each man takes care of his feet. Be sure that you get **wide shoes**. The width of the army shoe in comparison with the average civilian shoe seems odd at first, but you will never get over being grateful to the minds who have struggled with this problem and solved it in the shape of footgear that treats the marching foot properly.

The foot is an extraordinarily sensitive part of the body. Flat-footed men are turned away daily from the recruiting stations with good reason. A foot that is not elastic and well shaped is likely to give way under the first strain, and the strain put upon the infantryman's foot is enormous. For example: He not only uses it constantly, but it spreads owing to the weight carried on his back. Yours will do the same even though you carry very little. The constant use of your feet will harden them after a time, but during those first weeks you will have to be inordinately careful.

I have felt that the subject is so important that I treat of it at length in the chapter on hygiene.

Be sure and study the instructions carefully. A day will come when you will appreciate this advice.

### Miscellaneous

First-aid packets—about \$0.50.

Woven web pouch for first-aid packet—about \$0.60.

Wrist watches (radiolite)—about \$4.00.

Whistles for field work (with chain)—\$0.50.

Map and despatch case—about \$6.50 (with compass).

Adjustable toilet kits—from \$3.00 up.

## EQUIPMENT FOR OFFICERS

### A Detailed List

- 1 pair leggings (leather)
- 3 undershirts
- 3 pair drawers
- 2 pair shoelaces
- 5 pair socks
- 1 service hat
- 1 hat cord
- 1 olive drab wool coat
- 1 pair olive drab wool breeches

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- I olive drab cotton coat
- I pair olive drab cotton breeches
- I olive drab wool overcoat
- I belt for the breeches
- 2 olive drab flannel shirts
- I pair of russet leather shoes
- Insignia
- I cot
- I mosquito bar
- I bedding roll
- 2 blankets
- I canvas basin
- I bed sack
- I canvas bucket
- I lantern
- I clothing roll
- I identification tag with tape
- I complete shelter tent, together with poles and pins
- I poncho or slicker
- I whistle (only for company commanders and battalion commanders in infantry)
- I first-aid packet
- I notebook and pencil
- I watch
- I pair field glasses

- I compass
- I package toilet paper
- 3 towels
- I cake of soap
- I shaving outfit (complete)
- I comb
- I housewife
- I mirror
- I toothbrush with paste

#### Other Required Articles

- I can of bacon
- I can of condiment
- I canteen
- I canteen cover
- I pistol belt
- I cup
- I knife
- I fork
- I spoon
- I meat can
- I haversack (except mounted officers)
- I pack carrier (except mounted officers)
- I pouch for first-aid packet
- I pistol holster

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- 1 45-calibre pistol**
  - 2 extra magazines**
- 

It is difficult to set a standard price for this entire equipment, as the prices vary. But with care in buying it ought not to exceed \$250.00. Additional equipment will be required from time to time which can be purchased as needed.

### **MOUNTED OFFICER'S EQUIPMENT**

#### **In Addition to the Foregoing**

- 1 cavalry bridle**
- 1 lariat**
- 1 watering bridle (if you have a 1909 bridle, don't bother about a watering bridle)**
- 1 lariat strap**
- 1 link**
- 1 picket-pin**
- 1 McClellan or Whitman saddle**
- 1 pair of saddle-bags**
- 1 saddle cloth with the proper insignia**
- 1 saddle blanket**
- 1 surcingle**
- 1 currycomb**

- I nosebag
  - I halter headstall
  - I halter strap
  - I horse brush
- 

The subject of equipment is one that admits of much discussion, but if the foregoing list is studied carefully and your purchases made accordingly there will be no trouble. Take an intelligent interest in the matter and don't allow yourself to be hurried into hasty buying.

Bear in mind that the following measurements are made accurately when you are measured for your uniform:

From collar seam to bottom of sleeve.

From collar seam to natural waist.

From collar seam to length of garment desired.

From center of back to shoulder seam.

From center of back to elbow.

From center of back to edge of sleeve.

Chest measure, taken easily.

Waist measure, taken easily.

Hip measure, taken easily.

The overcoat should be carefully fitted also.

Have the tailor make a note of whether your

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neck is long or short, whether your shoulders are square or sloping, whether you stand erect or stoop, whether your chest is full or flat. Give your exact height, weight, size of hat band, glove and linen collar.

## **CHAPTER IV**

### **An Enlisted Man's Equipment**

The man in the ranks should be as careful of his uniform as the officer is of his. This is not always as easy as it seems, but the private or non-commissioned officer who neglects to keep himself looking trim and immaculate at all times stands a poor showing with more ambitious comrades who are determined to get ahead. But this matter of neatness is largely a matter of personality. Some men simply cannot keep themselves looking neat. A coat will be unbuttoned, a shoe lace untied—always something that grates on the nerves of the stern believer in living up to the spirit of military custom. It is hard to suggest anything that will cure these fellows. Make it a point not to be called down with this class. Make it your duty to try and cure them

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of their lax habits. Perhaps it will be possible in the long run to bring them around to a sane consideration of the niceties of life. I have found that the average man is anxious to look well. Often his failure to do so comes as a result of ignorance. You may help him by suggesting in a tactful fashion ways for his betterment. All rules fail here. He will spend many days under punishment and never learn how to improve. He may be called down by the commanding officer time after time and still remain the same. But a word, a suggestion from a comrade in the ranks, frequently does the trick.

The uniform and its care are important features for the soldier because of the necessity that the men live up to certain standards. The old adage to the effect that clothes do not make the man is but a half truth. They do not make a man, but they certainly aid in the making.

Make it an iron-bound rule never to allow your uniform or your equipment to fall into an untidy condition. It takes but a few moments of each day. The trouble required is certainly worth the results obtained. When you are called for special duty it will give you added strength and confidence in yourself if you know that you are

immaculate. This sensation of confidence is just so much power added to your ability.

The uniform issued to each enlisted man is made of the very best cloth and the Government expects it to be well cared for. A clothing allowance is made to every soldier, and if he is careful he does not have to draw the full amount each year. In this way many men come out of the army with a tidy little sum of money saved. In many of the training camps it will be necessary for men to purchase their own uniforms. In this case there is all the more reason to be careful.

It is against the law for the soldier to dispose of the uniform issued to him. He cannot pawn, loan or give it away. Severe penalties are provided for the failure to observe this law. Excuses are not in order. Don't appear before your captain in times of peace and say that you have lost this or that. He will know that you have been careless. In war it is possible that anything might happen. But under ordinary camp conditions the loss or mutilation of a uniform is usually the result of a "spree" or some other sign of weakness.

The service uniform consists of either cotton

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olive drab or woolen olive drab. The woolen uniform is for cold weather, the cotton for the warm months.

The uniform consists of a service hat, coat, breeches, flannel shirt, leggings and tan shoes. Gloves are only worn in winter.

When not in the field a cap is worn in place of the hat.

A cartridge belt is worn when under arms. In battle and on the range the soldier is equipped with bandoliers. A bandolier is a cloth belt that goes over the shoulder, and it holds twelve clips, or sixty ball cartridges. When full it weighs 3.88 lbs. Bandoliers come packed in boxes, twenty to a box, weighing 99 lbs.

The cartridge belt should be kept clean.

Never mix your uniform—i.e., put on a dress coat with O. D. breeches, etc. And never put on part of your uniform when in civilian clothes. Not only is it the sign of a slouchy soldier, but it gives a distinctly bad impression to the public.

Never under any circumstances become intoxicated while wearing the uniform. Nothing is more disgusting, or more indicative of lax morale, than a drunken soldier rolling along the street. Don't be seen coming out of a saloon in your

uniform. Have some consideration for what that uniform stands for. If you must indulge, do it in civilian's clothes.

Have your needle and thread always handy. Don't allow buttons to be lost. It takes but a moment to sew them on. Rips and tears must be attended to promptly.

Collar ornaments should be replaced when lost.

Your coat must be buttoned.

Don't appear in your breeches without leggings and be sure that they fit the calves of your legs smoothly and closely. Keep them clean.

Suspenders, if worn, must never be in view.

Your shoes must be kept shined.

Observe these rules and you will be among those considered for promotion. A small amount of common sense and some pride are needed. It isn't as though doing these things required an immense amount of labor. If it did there might be some excuse for laxness, but the fact that it takes but a few moments of each day to prepare yourself in a gentlemanly way obviates any necessity for excuses.

The soldier has two kits: The field kit and the surplus kit. The former the soldier carries on his

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person; the latter is carried on the transport wagons.

Your field kit includes the following:

Your uniform

1 rifle, U. S. Magazine, model 1903, calibre .30

1 bayonet

1 bayonet scabbard

1 gun sling

1 rifle sling

1 rifle cartridge belt and fasteners

1 pair of cartridge belt suspenders

1 first-aid packet and pouch

1 canteen

1 canteen strap

1 set blanket-roll straps

1 haversack

1 meat can

1 cup

1 knife

1 fork

1 spoon

1 shelter tent-half

1 shelter tent pole

5 shelter tent pins

1 blanket

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- 1 comb
- 1 poncho
- 1 cake of soap
- 1 pair of socks
- 1 toothbrush
- 1 towel
- 90 rounds of ball cartridges, calibre .30
- 1 or 2 reserve rations
- 1 pick mattock
- 1 bolo or hand axe to each squad
- 3 shovels to each squad

(The reserve rations consist of bacon, hard bread, coffee, sugar and salt.)

### The surplus kit:

- 1 pair of extra drawers
- 1 pair of tan shoes
- 2 pair of wool socks
- 1 undershirt
- 1 pair of shoe laces
- 1 sweater or service coat (if not worn)

The surplus kit is packed in a kit bag. Each squad is allotted one. They are carried on the company wagons. Each bag contains 1 squad housewife and 1 jointed cleaning rod. The squad

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leader is held strictly accountable for the condition and care of the kit bag. Get what you want when it is opened and don't bother your corporal with a number of unnecessary requests.

Care should be taken of your blanket roll. You will be taught how to roll it when you reach camp. For those who are forced to purchase their own uniforms I have collated a few facts that may help in the selection of equipments.

**Service Uniforms.**—These must be either of olive drab cloth or what is called olive drab standard cotton cloth. The enlisted man is not allowed the range of selection allotted to the commissioned officer. The olive drab cloth service uniform ought not to cost more than \$25.00 or \$30.00, and the cotton no more than \$15.00.

**To Launder the Cotton Cloth Uniform.**—Wash in cold or lukewarm water. The starch should be colored with black coffee. In ironing, a woolen cloth should be placed over the uniform before the iron is applied or the uniform should be ironed on the reverse side.

The enlisted man does not wear white collars with his service uniform.

**Service Shirts.**—A good grade shirt can be purchased for about \$3.50.

**New Regulation Service Hat.**—A very good hat can be purchased for \$6.00. Don't buy a cheap one. It will get out of shape in the first rain.

**Service Hat Cords.**—Be sure that you obtain the proper color for your branch of the service.

**Olive Drab Overcoats.**—An excellent coat can be bought for \$35.00. Be sure that it fits.

**Service Cap.**—These cost about \$4.00 each.

**Sweaters.**—The price ranges from \$5.00 up.

**Belts.**—These will be furnished by the ordnance department.

**Wrist Watch.**—The radiolite watch, costing about \$4.00, is very efficient and will prove to be a friend in need.

**First-Aid Packet and Pouch.**—This costs approximately \$1.10. Be sure that it is in good condition.

**Leggings.**—These should not cost over \$1.00.

**Rifles.**—The U. S. Magazine rifle will be furnished by the ordnance department. See chapter on care of the rifle.

**Shoes.**—The most important part of your equipment are your shoes. The regular army shoe is one that is the product of years of study

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and experimentation. At present it can be purchased for about \$4.50. In all large cities there will be found so-called "army stores" where these shoes are sold. Be sure that you get a proper fit. Have them large, because your feet will spread under the weight you are forced to carry. See chapter on hygiene for the care of the feet.

## **CHAPTER V**

### **Hygiene**

It is important that every soldier should learn how to take care of his health in the field. He should see to it that his comrades observe the rules and regulations prescribed for the protection against disease and ill-health. Men are prone to neglect the care that should be exercised with unceasing vigilance. It is so easy, for instance, to forget to see that the body is prevented from being chilled. But it may lead to dysentery, diarrhea, pneumonia, rheumatism and many other diseases.

When a large number of men are associated closely for long periods of time, or even short periods, the need of close co-operation is intensified. Therefore one should not neglect a single thing that might lead to sickness and should see that the others do the same.

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Common sense is all that is necessary. The rules of right living which you observe at home must be carried with you into camp. The daily bath is needed just as much there as it was previously. The tooth brush loses none of its importance. The feet loom large as an item of attention. The digestive system must be guarded zealously.

**A man's patriotism can best be shown by keeping in good health.** A sickly soldier is not worth much in battle. Modern science has done much toward the prevention of disease. The things we do not understand in camp can be explained by the doctor and the minor niceties of decent living are the ordinary observances of clean lives.

The germ is the deadliest enemy of the human race. In camps it spreads with lightning-like rapidity. The terrible experiences of our soldiers in the Spanish-American War have shown us that nothing is too small to neglect. The most common diseases are:

**Typhoid Fever.**—This is undoubtedly one of the greatest dangers. In the early days it was a scourge that swept whole units out of existence. It generally is caused by eating or drinking something infected with the typhoid germs. No dis-

ease is more pernicious. Fortunately a method has been discovered which practically eliminates it from the category of camp diseases. An injection is made in the arm consisting of what is called **typhoid prophylactic**. An injection is given three times at weekly intervals and makes one immune for about three years. The soldier must have this done immediately upon arrival at camp. In fact, it is compulsory.

**Venereal Diseases.**—Diseases of this nature are contracted in two ways: (1) Association with lewd women; (2) Contact with something or somebody infected with the germ.

(1) The soldier should be very careful in his association with the common prostitute. The regulations require him to report to the doctor immediately after intercourse with a woman of whom he knows nothing. He will be given a treatment which, if taken in time, will in most cases prevent syphilis or other diseases.

(2) Not only are venereal diseases transmitted from generation to generation, but they can be passed on by means of drinking cups, carelessly kept latrines, and articles which have been handled by those who have the disease. For instance, there is a place right over the door of the

tent where the average soldier rests his hand as he stoops down to enter it. If the soldier is infected and has just left the latrine without washing his hands he may leave the germ on this spot. The next man comes along, puts his hand there also, and then perhaps wipes his eye a few moments later. This germ is deadly and it produces blindness. The frequency with which this particular part of the tent is touched in this way may be seen in any camp because a dark spot of dirt is always in evidence.

Soldiers who are infected are called "carriers" and they should not be permitted to use the toilet articles and latrines used by others because of the danger of transmission. These men should be made to go to the surgeon for treatment. See to it that this is done.

**Intestinal Diseases.**—Diseases of this nature are produced by eating improperly cooked food, allowing the body to become chilled and by many other ways. A man should be made to realize that his stomach and his digestive apparatus are almost the most important organs in his body. He can't expect health if he abuses himself with frequent trips to the cheap stores that surround the camps, nor can he hope to remain well and

strong if he indulges in too much liquor. The stomach and the intestines must be watched vigilantly. Don't let yourself fall in the habit of missing your daily trip to the latrine. See that the bowels are kept open and free. If a stoppage should occur and ordinary medicine fail to affect it, visit the doctor—that's what he's there for.

**Body Lice.**—Cleanliness is the first rule here. Keep the hair short and the face cleanly shaven. In case any lice are found on the body take a trip to the doctor's. He will be able to settle what often proves to be a very uncomfortable business.

The other diseases of frequent occurrence in camp are smallpox, measles, scarlet fever, chickenpox, mumps, boils, ringworm, barber's itch, pneumonia, consumption, influenza, diphtheria, whooping cough, tonsilitis, spinal meningitis, dysentery, cholera, diarrhea, intestinal worms, malaria, yellow fever, dengue fever and the bubonic plague; the last named being carried by lice found on rodents and certain insects. All of them come as the result of unsanitary conditions and can be properly treated if discovered in time.

The germ is the seed of disease and that is why so much care is taken with places where it is

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liable to multiply. The camp must be clean from one end to the other, latrines must be screened, the kitchens and eating places screened, and the individual soldier watched carefully.

We all know that more people are killed by disease in war than by wounds. It is said that in the present European war many soldiers died of diseases before they were able to install thoroughly satisfactory systems for prevention and cure. The mobilization of so many men in such a short period of time produced conditions that could not be avoided. The trenches are now taken care of by men detailed for the purpose and the camps and hospitals are perfect. This should be the case with the new American army provided things run along smoothly. Do your bit to help by observing all the rules for sanitation.

Sanitation means the intelligent consideration of all the details that go towards making the camp a clean place to live and work in. Any rule will fail absolutely if the men do not obey it. Often the medical department and the commanding officer do not work together properly. This is bound to result in trouble. In permanent camps it is necessary to make extensive plans for the protection of men. The entire system

must be elaborate and one able to cope with every difficulty. On the march this is not possible, but there are many ways to protect the health even then, and if the men are conscientious little trouble will ensue.

The surgeon is the man in charge of this work. The rules which follow are merely for the purpose of guarding yourself and making it easier for him.

Intoxicating liquors are dangerous always when taken in excess. The doctors who advise this are not mere moralists who are preaching for the sake of preaching—they know what they are talking about. They have watched the system under all conditions and their ideas are well worth while. Liquor can be used to great advantage for colds and chills, but it should never under any circumstances be taken on the march or when you are on duty. It acts upon the nerves; when the effect is worn off the soldier is listless and of little value when called on for sudden action. It also makes him prone to disease and retards recovery.

Wash your clothing as often as possible. The underwear, socks and shirt should be kept clean and free from perspiration. The pores of the

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skin will not do their work properly if covered by dirty clothes. The blanket should be aired and beaten with a stick.

**One of the most important things to remember always is not to allow the body to become chilled.**

If your clothing becomes wet, keep moving; you must not sit still for any length of time or cease motion while wearing wet clothes. This is the general cause of colds and other forms of sickness and may lead to serious trouble. Often the soldier is compelled to walk through driving rain storms, to ford streams, but as long as he is on the march little harm can come to him. The body is kept warm through the use of the muscles and it is only when the soldier rests that there is danger. At first, this caution about chilling the body seems unnecessary, but a few months in actual service will show you how important it is.

**Make Your Bed Before Dark.**—In exceptional cases this may not be possible, but usually the soldier is given ample time to prepare for a good night's rest.

The ground should be made as level as possible and a hollow scooped out for the hips. Branches or green grass make an excellent mat-

tress. Your night's rest is only second to a good meal and your neglect to take pains in the making of your bed will mean sleepless hours of regret. Don't hurry. Take your time; you will be rewarded on the following morning with a feeling of vigor and freshness that will mean a good day's work.

Perspiration should not be allowed to dry in the clothes while sitting in a breeze.

Shave as often as possible. Keep the hair clipped short. Skin diseases and lice are scourges of the camp and are best combatted by cleanliness. Short hair is best, as it permits a thorough cleaning.

The skin should be kept immaculately clean. There will be times when this is difficult, but a dry rub can be taken if water for bathing is not handy. The pores of the skin must be kept free and open. Through these minute openings in the skin much waste matter is disposed of and the closing of them is a direct way to catch disease. Give your body a chance to act normally. It will repay you for close attention.

The arm pits, between the legs, and beneath the foreskin are places that must be looked after particularly.

**Blisters.**—Don't be impatient with a blister. It is a simple matter if one is careful, but can be serious if not attended to properly. Hold a needle in a flame (a match will do). The little black dirt that appears on the needle is **clean dirt** and will not hurt you. Don't touch the point of the needle after you have heated it, but insert it under the skin a little distance from the blister. Push it gently through and then press the blister until all the liquid is out of it.

**The Toothbrush.**—The teeth should be brushed at least twice every day. Many troubles are caused by decayed teeth. A toothache on a march is something one never forgets. This can easily be avoided if the soldier will be careful to remember that a cleaning must be given at least twice a day. Decayed teeth are bad also because food cannot be properly chewed and is allowed to pass into the stomach in such a condition that the digestive organs have difficulty in handling it.

If you are carrying mosquito bars, use them. Not only is the mosquito annoying, but it carries disease.

The latrine is either a well kept place or a continuous danger. The soldier must not urinate in any other place. The individual who urinates

around or near the tents is a scourge and should be clearly shown the duties of a soldier and a gentleman. The other men should take care that this never happens. A little scare will often convince these dirty members of camp that they must behave.

Don't throw any refuse around the camp. Put all slops and soap suds into covered pits. Anything that contains vegetable matter is liable to decay and thus serve as an excellent place for the breeding of germs. How easy it is for a camp to slip into shoddy ways if the men are careless! The better class men should make it the subject of their own and attend to recalcitrant individuals in a summary fashion. This may seem a bit harsh, but nothing is more disgusting in the camp than the soldier who observes none of the niceties of ordinary clean living.

Germs, when dead, are absolutely harmless. For this reason water is often boiled. When the order is issued for men not to drink any water but that which has been boiled, it should be obeyed implicitly. This is vital. The man who neglects to obey the orders of the medical department is bound at some time to be taken down with disease. He will be immediately taken away

to some camp and will be forced to stay there. If he wants the society of healthy, active men he must keep in health. There is no place among soldiers in service for the weakling. The strain on the physical and nervous systems is tremendous and men with health as well as courage are required. There is little chance for individual heroisms of a dramatic kind in modern warfare; the soldier must be prepared for difficult duties of a monotonous nature which require patience and strength.

To be at one's best always should be every man's motto. Avoid every exposure not in line of duty. A soldier is liable to fall into careless ways during the long, tiresome wait behind the line. This is the one time when he should be preparing for the drain upon his resources which is coming. Little things like the failure to remove damp socks may result in serious illness. Don't wear an overcoat one day and forget it the next if the weather is bitterly cold.

**On the March.**—Only a light lunch should be eaten at midday. A heavy meal clogs the system and puts a strain upon it that will weaken one in the march that is to follow.

When given a rest by the wayside either sit

down or lie down. Standing up or walking about will not rest you. A good plan to remember when resting is to lie stretched out on the back with the hands and arms extended and the head in an easy position just on a level with the body. This allows every muscle to relax.

On the march the body gives out much water. Water should be taken freely on hot marches, but only in small quantities. No matter how thirsty one becomes, only small swallows should be taken at a time. Too much water weakens the body on the march. The surest test of an old-timer in the army is the control he exercises over himself while on duty. The matter of drinking on the march is important. When the day's march is over don't swill down an immense amount of water—take a little at a time until the craving is satisfied.

On a forced march the strength of the soldier is taxed to the utmost and often men are completely overcome. In such a case take off the equipment, loosen the clothing at the neck, and place the man in a shady place. Fan him and see that his head is low. If he is unconscious, moisten his forehead and face with water; if conscious, make him take little sips of water at in-

tervals. At the end of a hard day's march there is nothing like a good hot cup of coffee. Especially is it excellent for the exhausted man.

Smoking serves to lessen the monotony of a soldier's life. Many commanders encourage it and it certainly repays this attention. During long hours of rigorous duty a pipe becomes an everlasting friend. It is surprising how much the soldier appreciates a luxury or two of this kind. His duties are not pleasant most of the time. It takes grit and plenty of it to see him over the rough spots. Tobacco, if rightly used, will lessen the burden and take away some of the loneliness. On the march smoking should not be indulged in too frequently, as it weakens the body. There are also many times when the duty is such that smoking cannot be permitted. The soldier should be patient about this. His commander has his interests at heart and if he performs his duties well it won't be long before he can obtain a thorough rest and a good smoke.

A good meal should be indulged in when the day's work is over. Eat slowly, see that the food is thoroughly masticated and given ample time to digest. Beans often produce diarrhea and should be eaten slowly. Fresh meat can be dangerous

also and should be eaten sparingly after a period on salted meats.

See that the entire equipment is put under shelter at night. Don't allow the rain to make it a nasty mess which must be untangled on the following morning. It isn't a delightful sensation to find one's things sopping wet and then have to swing them on the back and go marching off. The water makes them heavier and very uncomfortable.

The soldier should sleep in his shirt and drawers. Remove the shoes, socks and other clothing.

When the duties of the day are over and the tent has been prepared for a good night's rest, be sure that the body is clean. If not, attend to it at once. Don't neglect the feet. Wash out the underclothing and the socks at every opportunity.

Prickly heat, chafing, cracking, blistering and many troubles of the skin will be avoided by cleanliness. In case any of these troubles do develop apply to the surgeon immediately.

When arising in the morning be sure to wash the face with cold, fresh water. If the hair is kept close this will be an easy matter. Don't forget the teeth.

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In hot climates a midday nap should be taken. In colder climates this is not necessary.

The soldier should obtain eight hours of sleep if possible. The loss of sleep is insidious. It undermines the nervous system as well as the physical condition. Its effects are not noticed immediately, but when the time comes to do some special work they will be felt and felt badly.

In a camp of some duration cots should be used. If there is a malarial condition, then even a one-night camp should have raised cots or beds.

No matter how short a time a space of ground is to be occupied it should be taken care of. The streets of the camp must be kept clean and the tents aired every day.

Flies collect everywhere and the best way to get rid of them is to starve them. Don't leave anything around for them to eat and they will not stay.

Always keep the hands clean. Wash them when you leave the latrine.

Don't spit in the tent. This is a habit that is disgusting to those accustomed to living in clean surroundings. If a man addicted to this practice is in your tent, make him stop it immediately. It's up to you to find the method.

Should any epidemic arise either in the camp or in some civil community nearby, obey each and every order, no matter how inconsequential it seems.

**The Feet.**—It is unwise to start out on a march with new shoes. Not only will the wearer of them suffer keenly after a few hours because of the hardness of the leather, but it leads to permanent bad effects unless carefully watched. As there is no necessity for this, the soldier should not expect sympathy from his commanding officer.

New shoes should be broken in immediately. They should be worn about camp as frequently as possible for a few weeks. Wear your old shoes for marches, but do not wear the new ones until they are thoroughly broken in.

Put them on and stand in about two and a half inches of water for about six or seven minutes, or until the leather is pliable. After this walk around for a couple of hours on a level surface, allowing the shoes to dry on the feet; this permits the leather to fit every irregularity of the foot. When you take off the shoes, rub in a little neat's foot oil.

Some men like their shoes very soft and pliable.

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This is a matter of individual choice and experience. Remember that too much foot oil will make the feet perspire as the leather becomes too soft.

To waterproof your shoes requires a lot of foot oil. This must be rubbed in carefully till absorbed by the leather.

The shoes should be of the widest variety. The weight of the pack which the soldier carries will spread the foot after a time and he must allow for this. The toes must have full play and there must be no creases in the socks.

Socks must not be worn after they are darned unless it is absolutely necessary; blisters are created on the feet which weaken them for work.

**Socks Must Be Made of Wool.** No other kind should be worn unless by special permission of your commanding surgeon. There are two grades, the light and the heavy. The heavy sock is the best because it does not wrinkle easily, it wears better and it takes care of perspiration more effectively.

The nails should be cut close and square. Do not snip off the sides of the nail, as this produces ingrowing toenails, which are very painful.

**Clean the Feet Every Night.**—If this is impossible, be sure that they are given a thorough

rubbing with a damp cloth. The pores need to be kept open continuously. Men in the trenches are required to rub their feet fifteen minutes every day.

It is often a good plan to rub the feet with hard soap, grease or oil of some kind before starting on a march.

Sore feet should be rubbed either with a little whiskey or alcohol in some form and the socks immediately put on.

Blisters should be opened in the proper way. **See above.** Zinc oxide plaster applied in two small squares, one on top of the other, at right angles, will prevent the skin of an opened blister from being pulled off. Never remove the skin from an opened blister. If this is done the skin chafes against the sock and becomes irritated. It will cause enough trouble to make itself known, too.

The feet harden naturally. Until they have done this it is wise to dust them each day with a little foot powder. As a general rule this can be found in the infirmary.

Clean socks must be worn each day.

Nothing is more bothersome on the march than broken shoe laces. At times it is absolutely im-

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possible to obtain any string to take the place of worn out ones. Take an extra pair with you. It is wise to go to your shoemaker and have him make a pair of leather ones that will not break easily.

Warm salt or alum water is good for washing the feet. However, the feet must not be allowed to soak too long, as it tends to weaken them. Should the feet become infected with any serious trouble, report to the surgeon. Do this immediately and you will save yourself a lot of trouble.

Don't forget to have your shoes measured carefully. Do not buy civilian shoes. They are too small as a general rule and are subject to varying styles that have no consideration for the conformation of the foot. The arch is a delicate part of the foot and needs proper protection and care. The marching shoe issued by the Quartermaster corps—the famous army shoe—is the only one that proves satisfactory under all conditions.

Follow these instructions carefully. You will avoid much trouble and pain. The long marches over rough ground cause the feet to swell and the effects are maddening unless care is exercised.

Walk with the toes straight in a line forward,

as turning out the feet in marching has a tendency to break the arches.

## FIRST-AID RULES

The main thing, when a soldier needs medical or surgical attention, is to keep cool.

If he is wounded, place him in as comfortable a position as possible and get the clothing away from the wound. Bathe it carefully after stopping the bleeding (if any), put on the sterilized dressing and hold this in place by a bandage that will not slip.

Be careful not to handle the bandage or sterilized dressing which is placed directly against the wound. It has been treated and is free from germs.

Keep a crowd away. Not only will you become nervous under the strain, but the patient will do the same.

Give the wounded person plenty of air.

Work steadily and carefully.

Expose the wound for as brief a time as possible. Don't take off any more of the clothing than is necessary, as the patient should not become chilled.

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Every wound attended by bleeding should be looked after promptly. Unless an artery is cut the blood will stop after a while.

Be sure that you are instructed in the proper way to make a tourniquet.

Many books give complete instructions as to the attention which must be given to wounds. The Manual for Non-commissioned Officers and Privates of Infantry of the Organized Militia and Volunteers of the U. S. (1914) is excellent and should be read carefully.

## CHAPTER VI

### Miscellaneous Information

**I. Salutes.**—Every soldier must learn how to salute correctly. The salute is the outgrowth of many years of custom, and it has been adopted by the soldier in its more rigorous form simply to differentiate it from that of the civilian. In fact, it is easy to tell whether or not a man has had military training by the manner in which he salutes. If he is ignorant of the correct method he will always make some mistake. The soldier and the officer must become acquainted with every detail of the military salute. In addition to the above, a salute stands for the respect given to rank; as a sign of the comradeship existing between all men in uniform; and to give evidence of alertness and reliability.

The salute is never given to a non-commissioned

officer, but only to a commissioned officer. The salute must be given when the officer is about 30 paces away. If passing, the salute is given at a distance of 6 paces.

The officer must be careful to return the salute and he cannot expect respect from men if he does it in a slouchy manner. Some men give the salute as though they were in the last stages of some dreadful disease and hardly able to stand up. Be sure to memorize the following directions and obey them exactly.

Salute all colors and standards not cased.

**The Hand Salute.**—When the proper distance has been reached (30 paces), lift the right hand smartly to a position just above the eye, or the lower part of the headdress, the forefinger touching. Have the thumb and fingers extended and joined, hand and wrist straight, forearm inclined at an angle of about forty-five degrees, palm to the left. Look the officer straight in the eye and continue to do so until he acknowledges the salute, or until he has gone by. Drop the hand smartly to the side, but without slapping it against the leg. The man who ends a salute by a loud whack against his leg is only indulging in horseplay. Always take the position of a soldier

**when giving the salute, or march holding yourself at attention.**

All enlisted men with or without hats or arms of any kind salute all officers of the Army, Navy, Marine Corps, Organized Militia, Volunteers, and officers of foreign armies.

**The Rifle Salute.**—If at right shoulder arms, bring the left hand smartly to the small of the stock of the rifle, the forefinger touching the cocking piece, thumb and fingers extended and joined, hand and wrist straight, palm of hand down. Be sure that you look toward the person saluted. Bring the hand smartly to the side after the salute is acknowledged or the officer has passed.

If at order arms, bring the left hand quickly to the right side, forefinger against piece near the muzzle, thumb and fingers extended and joined, hand and wrist straight, palm down. Be sure to look toward the person saluted and bring the hand back smartly after the salute has been acknowledged or the officer has passed by.

**Always remember to stand at attention while rendering a salute.**

Never salute with a pipe, cigar or cigarette in the mouth. Be sure that whatever you are smok-

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ing is quickly removed before you give the salute.

A salute should never be given with the blouse half unbuttoned, the hat on one side of the head, etc.

The rifle salute may be given from the position of order arms or trail arms.

Never salute when in double time.

A soldier in command of a squad or a detachment salutes all officers. If unarmed, he gives the hand salute; if armed, the rifle salute.

The private soldier or non-commissioned officer must not address a commissioned officer without first saluting and having it acknowledged. Salute after the conversation is over.

Uncover and stand at attention if within doors. If armed, render the rifle salute.

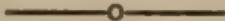
Render the same salute to the colors or standards as the one given an officer.

If an officer enters a room where there are a number of enlisted men, some one who sees him first calls: "Attention, Men." At this every man rises, removes his hat, and stands at attention until the officer leaves the room or commands "Rest."

If an enlisted man is at work he is not expected to salute unless addressed by an officer. This

may be broadly interpreted to mean that if the soldier is engaged upon any work that demands his attention he is not expected to salute.

The rules for the salute have grown up through long years of use and are based on common sense alone. To the recruit these directions may seem unnecessary, but in reality their observance is something of vast importance. Only experience will show the soldier how these signs and symbols of the gentle art of making life in the army one of sincere respect and admiration for comrades in arms depend almost entirely upon the manner in which they are rendered. The average man is true blue at heart and will understand how necessary are the observances of kindly respect on the part of the enlisted man for his officer, and the officer for the enlisted man. Bear in mind always that the salute takes the place of the ordinary salutes of civilian life, tipping of the hat, etc.



**II. Guard Duty.**—Every soldier is required to learn the following orders by heart. This does not mean that he must learn only the general idea of them, but it means that he must know them word for word.

**MY GENERAL ORDERS ARE:**

1. To take charge of this post and all government property in view.
2. To walk my post in a military manner, keeping always on the alert and observing everything that takes place within sight or hearing.
3. To report all violations of orders I am instructed to enforce.
4. To repeat all calls from posts more distant from the guardhouse than my own.
5. To quit my post only when properly relieved.
6. To receive, obey, and pass on to the sentinel who relieves me all orders from the commanding officer, officer of the day, officers and non-commissioned officers of the guard only.
7. To talk to no one except in line of duty.
8. In case of fire or disorder to give the alarm.
9. To allow no one to commit a nuisance on or near by post.
10. In any case not covered by instructions, to call the corporal of the guard.
11. To salute all officers, and all colors and standards not cased.

12. To be especially watchful at night, and during the time for challenging to challenge all persons on or near my post and to allow no one to pass without proper authority.

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The sentinel is to be accorded every respect. He is at times the most important individual in an army. Upon his alertness and ability to act upon common sense depends much. In cases where he does not know how to act he must call the corporal of the guard, and do so instantly.

He must know exactly the limits of his post.

The special orders of a sentry must be as clear in his mind as the general orders given above. These special orders of course change with every varying condition in camps and other military places. The limits of a post, for example, are part of the special orders of a sentry.

The sentinel is not required to walk at attention. He may carry the rifle on either shoulder, and is of course allowed to turn his head in any direction. He is not required to execute a military **about face** when making turns.

However, this does not mean that a sentinel should walk his post in a slouchy manner.

If the sentinel wishes the corporal of the guard

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for any purpose other than disorders, fires or relief, he calls: "**Corporal of the Guard, No. —,**" giving the number of his post. (The number of a sentry's post is another special order to be remembered.) The man nearest him and also nearest the guardhouse repeats the call, the next man carrying it on, until it reaches the corporal of the guard, who comes out to the sentry's post.

Always repeat the calls from the posts farther away from the guardhouse than your own.

Never leave your post until properly relieved.

If relief is desired, call: "**Corporal of the Guard, No. — (your number). Relief.**"

Whenever a sentinel is relieved he halts thirty paces from the relief, comes to the position of port arms with the new sentinel and in a low voice transmits his special orders.

**Never under any condition allow your rifle to be taken away from you by anyone.** If you will consult your sergeant he will give you some methods of protection which are practically infallible. The sentry must not forget this—his rifle is his and it must never leave his hands.

The sentinel obeys only the orders of the commanding officer, the officer of the day, officers and non-commissioned officers of the guard **only.**

The sentinel should not talk to anyone while on duty.

The sentinel should be especially careful about fires. In case he finds it impossible to put out one he should call: "**Fire, No. —,**" giving the number of his post.

Disorders should be immediately stopped, and the sentinel calls: "**The Guard, No. —,**" giving the number of his post, in case he finds it impossible to attend to the trouble himself.

The guard salutes all officers who pass him. If armed with a rifle, the sentinel comes to present arms when the officer is about 30 paces away and faces him.

When talking with anyone the sentinel must come to port arms.

The salute must be rendered as the officer is leaving.

All colors and standards **not cased** must likewise be saluted.

The sentinel comes to present arms when the flag is lowered at retreat at the first note of the National Anthem and holds this position until the last note is sounded.

The sentinel must be careful during the challenging hours to see that no one passes without

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authority. In case the sentinel is the least bit in doubt he should call the Corporal of the Guard for further identification. This is a matter of extreme importance and the sentinel must never assume anything; his duty is to obey his orders implicitly no matter how hard it may be on someone else. It may be that the safety of a garrison depends upon him and unless he is trained to do his work with unfaltering precision he is apt to make some mistake.

During the hours of darkness the sentinel is expected to keep his wits about him and not to lose his head. In case anyone approaches his post he must move up to within twenty or thirty yards, calling, "**Halt, who is there?**" In the meanwhile he must place himself in such a position as will facilitate the warding off of any attacks. A mounted party should be addressed in this fashion: "**Halt, dismount! Who is there?**"

And he must see to it that his commands are obeyed. There is no reason for anyone to refuse to be identified and to obey his orders if they are rightfully there. The weapon in the possession of the sentry is not a plaything and the practical joker or the grouch may suffer inestimable injury if he does not realize what he is doing.

The sentry must know how to shoot. He is doing duty that requires exactitude and promptness and it consists simply in seeing that every order is obeyed.

If two people approach the post the sentinel says: "**Advance one with the countersign.**" If the countersign is given correctly he says: "**Advance**" (giving name.) And if the answer is Relief, Patrol, etc., he will also add, "**Advance, relief, patrol, etc.**"

If people approach from opposite directions he halts them both, challenges the senior first, the junior second.

In case a countersign is not used the sentry will say: "**Advance**" (giving name) "**to be recognized.**" And then, upon recognition, he says: "**Advance**" (giving name).

As a general rule the countersign is usually the name of a battle. A parole is often used as a further check on the countersign, and is usually the name of a general or some other distinguished person.



**III. Firings and Loadings.**—There are three principal positions for firing: Standing, kneeling,

and lying down. The positions are exactly outlined and should be followed implicitly, as they are the products of years of experimental experience.

**To Kneel and fire.**—Carry the right foot one foot to the rear and left of the left heel, planting the toe squarely in the ground, half facing to the right at the same time. Kneel on right knee, squatting on the right heel, left forearm on left thigh.

Piece remains at order until command to load is given.

**To Lie Down and Fire.**—Kneel with the right knee against the left heel, then carry the left leg direct to the rear, lying flat on the ground. Be sure that the body is inclined about 35 degrees to the right. Hold balance of rifle with left hand, piece horizontal, pointed to the front and **off the ground**. Elbows on the ground, right hand grasping small of stock.

Your officer will point out the target for you and give you an approximate range. If your gun is loaded upon orders, keep it loaded until you receive the order to unload, or to inspect your arms.

Never point the gun at anyone **except the enemy.**

Do your best to hit the target and learn how to take advantage of your mistakes. The good shot is of a necessity a man of initiative and will power. The mere physical part of shooting is not half so important as the ability to figure out better ways to shoot and to act upon this thought.

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**IV. The Care of the Rifle.**—The rifle furnished to the soldier in the American Army is called the U. S. Magazine Rifle, model 1903, calibre .30. It is 43.212 inches long, weighs 8.69 lbs. without bayonet, and 9.69 lbs. with bayonet. It is sighted for 2,850 yards, its extreme range being 5,465 yards when the rifle is elevated at an angle of forty-five degrees.

The pressure in the chamber of this gun when it is fired is about 44,000 lbs. to the square inch. It is one of the most powerful weapons in existence, if not the most powerful, and it requires constant, loving attention on the part of the possessor if good results are to be expected.

To clean the rifle you must first procure one of the barrack, or brass, cleaning rods (usually

from the Quartermaster), a number of flannel patches about an inch square, a bottle of 28 per cent. ammonia and sal soda. Remove the bolt mechanism; centering one of the saturated patches in the well of the receiver and pushing it through with the finger into the chamber. Hold the rifle with the breech up. Be sure that the muzzle rests on some hard substance. Insert the rod and push the patch back and forth a number of times. Use a number of patches in the same manner and then complete the job with three or four clean, dry patches. Oil the bore with sperm or cosmic oil.

Ammonia will not rust the bore, but sal soda will, and it is necessary to clean the gun two or three times at daily intervals.

If a cleaning mixture is not to be had, make a funnel of paper and pour boiling hot water down the gun and wipe dry with clean patches, and oil the bore.

Always wipe the surface of the rifle with an oily rag, especially after it has been exposed to the rain.

If any lumps adhere to the bore of the gun near the muzzle, take it immediately to the quartermaster for treatment.

Raw linseed oil is good for the wooden parts of the gun.



**V. Squeezing the Trigger.**—Much practice in squeezing the trigger must be undergone before the soldier will become proficient. A good thing to remember is the fact that the forefinger is the most sensitive portion of the body and that the trigger is pulled with the second joint of it. The whole hand, however, is closed at the same time, as though grasping a sponge. This gives force and exactitude to firing and must never be forgotten.

The safety portion of the trigger is another thing to remember. The trigger can be pulled back quite a distance before it releases the mechanism, and conscientious practice will do much toward making the soldier able to shoot almost simultaneously with sighting. He must become certain of himself and exercise every faculty. It goes without saying that the duty of the soldier is to learn how to shoot and to shoot well. His purpose in being there is a definite one and he must make himself a real unit.

**VI. Cartridges—1. Ball Cartridge.**—The bullet is pointed and of Cupro nickel with a lead core. Its

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muzzle velocity is 2,700 feet per second. It has a brass shell, a charge of smokeless powder and a primer.

2. **Guard Cartridge.**—Five cannelures and run around the shell in the middle. It is effective up to 200 yards.

3. **Blank Cartridge.**—This cartridge contains a paper cup in the place of a bullet and may injure up to 100 yards.

4. **Dummy Cartridge.**—Six longitudinal corrugations and three holes distinguish this cartridge.

## CHAPTER VII

### Discipline and Morale

Discipline is the basic necessity in an army. Without it troops are of no use in the field, or anywhere else. It is said that the Germans maintain the splendid morale of their troops through fear; the American and English armies are conducted on a different order—a better standard can be attained by kindness and firmness. The soldier must know that his officers are determined that he shall do his duty and that he will suffer for any failure on his part to live up to the exact letter of the regulations. Again, he should know that his officers put his comfort before their own and that they are ever guarding his interests. He must have a high standard set for him by his officers. He will respect immaculate neatness, firm attitudes of mind, and strict orders, if he

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knows that behind it all there is kindness and sympathy.

Men are but human. Their requirements are great, but we need only to read of the extraordinary marches of the wars of history, when men traveled days without food, to know what they are capable of in hours of need. They could not have done this as raw recruits. They needed a certain morale that does not come overnight. Their belief in their cause, their respect for their officers, their health and the desire to win—these were some of the things that caused them to do what ordinary men would have turned back from with dread.

Absolute justice is the basis of discipline. No set rules can be given. The officer should study human nature.

Good physique and intelligence being certain, the following things must be taken into account: Industry, individual pride, hope of reward and fear of retirement.

Good physique is best obtained through making the men accountable for their health. There is no reason for men to be complaining of their health. Unreliable, nervous men should be got-

ten rid of quickly. Invalids have no place in service.

Intelligence is something that is more nebulous and uncertain. Intelligent men are more apt to understand and develop an officer's ideas. However, many men of intelligence make poor soldiers. When the soldier steps into the ranks for drill or any other purposes, he has lost individuality—he is one of many and his value depends wholly upon the way he carries out the orders given him. Men of intelligence have been accustomed to doing things on their own initiative. Because of this it is hard for many men to get down to the unending labor of the camp, with its disregard of the individual's feelings and ideas on any subject.

The private soldier or citizen about to enlist must bear in mind that his importance is purely a collective one. No longer is he able to enjoy that freedom which was once his. His life is a strictly outlined one with duties and responsibilities for which rewards and punishments are provided. The officers will naturally expect him as a man of intelligence to recognize his responsibilities and to do his duty. It will be difficult

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for all concerned if he neglects to perform his tasks properly and without hesitation.

In times of peace the army is a school. Schools have their teaching staffs and their regulations. Look on your present course as a college curriculum. You will have two kinds of courses—the theoretical and the semi-practical. The drilling that goes on every day is for disciplinary purposes and requires your undivided attention. The instruction classes also require absolute devotion. The knowledge you are obtaining here will be essential in the difficult times to come.

The non-commissioned officer is an important element in these early days of training. Who will ever be able to gauge the value of an efficient drill sergeant? It is unnecessary to ask an experienced officer about this. If he has one he will speak of him with whole-hearted pride. The non-commissioned officers occupy the position of the assistant and associate professor in the college. They handle the classes directly under the supervision of the commissioned officers. Their service is of the hardest, and it is a pity that they are not rewarded with civil positions after a certain period of service as is the case in the Ger-

man army. Their importance is measured by the results they obtain.

Keep at the tasks these instructors outline for you. Be sure that you understand completely all that you are told. This understanding must become so definite, so certain that in time you will act upon orders in ranks almost subconsciously, reserving your higher thinking powers for the larger, immediate tasks such as a forthcoming attack on the enemy, etc.

Industry means tireless labor. The worker should be proud of his work and the reward of doing this work, the work itself. All other rewards are but decorations that merely mean "Thank you" on the part of the Government. The efficient soldier looks for the success of his company. He is proud of it and becomes dissatisfied if things do not go as they should.

There will be many times when the grind and strain will almost crush your spirit. These are the moments when one's strength must be called into play. The realization of the importance of iron-bound discipline will bring its own solution of your troubles. Just for a single moment allow your mind to dwell upon an army without it. Think of a mob of men without rules and regu-

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lations, without leaders, morale, or preparation. Could anything be more ridiculous or ineffective?

Master every detail. This is part of that industry so necessary to the soldier. When you get to the point where every detail is second-nature, you will have time to stop and look around you and see what a splendid machine an army can be. When you get to the point where you can admit to yourself that the privileges of civil life are not so important after all and that you are prepared to do anything within reason or out of it upon orders from your officers, then, and only then, are you a real soldier.

Industry depends upon the value placed on the work in hand. The craftsman who chisels marble with a deep love of the material with which he works is bound to succeed. He loves his task. The mere making of beautiful things is enough reward for his labor. The soldier must make himself believe that the work he does is good and necessary. He must know its importance. He must conquer his weakness and work unceasingly.

This attitude of mind is not the product of a few days. You must not simply know these things. You must act upon them.

Individual pride is the element which will produce this morale. It is hard to say how it is brought out in a man's nature. Fortuitous circumstances often produce it. It is certain, however, that every man living possesses it to some extent. The pride of individual performance defies complete understanding. It moves officers and men to do things that require tedious hours of effort. It generates that energy which can move an army through a Hades without having a man fail to do his duty. It makes the endless drill a matter of intimate regard. It produces the *esprit* that is necessary to an army—that certainty of victory, that feeling of absolute confidence.

There should be pride in your task. No longer is the army a mere few thousands of men. Today it is the country. Thousands upon thousands of men like yourself are being trained. The uniform you wear is the proudest clothing that can be worn by any man. It means that you are the defender of the rights of your country. It means that you are the spirit incarnate of the hosts of men who have gone before in the struggles for right.

Your country has never fought for conquest,

for the subjection of little nations, for gain through others' loss. To-day it is going into the war of the world after long forbearance. It is fighting for humanity.

These things should make it easier for you to do your work. Every citizen is liable for service and the uniform to-day is a national matter of personal importance. These are the thoughts that should cause you to lift your head a little higher, to do your daily work a little better.

Nation-wide conscription has raised the dignity of the soldier a hundred per cent. In the old days the army was maintained by the people through taxes in money rather than in personal service; the army was never close to their hearts. Few of the notable families had a son in the ranks out of the many millions. But to-day every family, every individual, will be reached. The pride of country will be personal to every man, woman and child in these United States. A son will go forth here, a brother there. Every movement of the vast force will be of absorbing interest to those left behind.

The army now in the process of formation should be electrified with a morale that does not know defeat. The men should be proud of serv-

ing in it and being able to do their work well.

There is nothing one can say that would give this spirit immediately to the man who enters the ranks to-day. His own innate feelings must tell him of the vast importance of these things.

The hope of reward is a distinctly human and a highly laudable feeling. The soldier should not look for rewards. In a higher sense, his work should be his reward. But in the army there is recognition of faithful work, appreciation of brilliant effort, and the proper value of personal effort. The ways may vary—all come under the heading of rewards.

For instance, it is pleasant to have one's captain come forward and say: "Smith, that was done well." It can only be said after Smith has actually done well in the strictest sense of the word. The pride is stimulated by watchfulness on the part of the commanding officer; the soldier has the feeling that he is under observation at all times.

The fear of retirement applies with the greatest force to the non-commissioned officer at present. It should also apply to the commissioned officer, as well. It should mean that a man must be continually alert and efficient in order to hold his

place in the service. The German army has carried this to such a point that it is the constant fear of every man that he will lose what he has worked hard to obtain. This produces the most capable officer in the world. He is alive to the fingertips. He breathes devotion to the system. He knows his work better than anyone else knows it. He is certain of himself and convinced that he is right.

This will undoubtedly be developed in the forthcoming army. It is true that the American is different from the German or the Frenchman. Yet he is not of that superior calibre that the stump orator is prone to make him. It isn't possible for him to simply walk out and lick the whole German army with one arm tied behind his back. But I do recognize a certain superiority; something akin to that of the Frenchman, which means that the average American, because of certain circumstances of birth and environment, is distinctly more intelligent and capable; certainly more inventive and more sure of himself. The great question is: How will the modern American endure hardships?

This question is not an idle one. This entire book is written but for one purpose: the ex-

planation of what it means to be a soldier; and a soldier must be able to endure hardships. He must be disciplined to a fine degree, capable of obeying instantly, and efficient under all circumstances. But his value will depend on this ability to carry a thing through. Is he going to shirk? Is he going to crawl out of difficulties? Is he going to grumble because of long hikes, irksome guard duty, troublesome things of all kinds?

It seems to me that if one thought for a fleeting second of the indomitable courage of that little army of 1776, one would not find it hard to do the work required. Americans have been distinguished for persistence and inventiveness. Self-assertiveness will stand them in good stead in the struggles to come. It is good that the American army should feel able to take care of itself under every condition. It must feel that it can be the victor in any struggle as it always has been. But we must approach this problem with our eyes open, and if we hope to live up to this spirit we must be prepared.

Being convinced of a thing and being able to accomplish it are two different matters, but the former is certainly necessary in order that we may be able to carry out the latter. If the aver-

age American is convinced that he is on a high plane of human endeavor, in fact above many others, then he must prove his claim to so worthy a title. A great test will probably be made on the bloody wastes of France and the preparation he undergoes here will have much to do with his future action side by side with the veterans of the European armies.

Mere confidence will not carry the soldier through. A mob would be in the way of concerted action, even though this mob might have all the confidence in the world. It is this mob trained and engifted with a high morale that produces the modern army. The drill is given for the purpose of making men become conscious of a collective self. Upon the man in the ranks depends the effectiveness of the whole scheme.

The recruit, of course, has no clear conception of what it is all about. His drill sergeant must be patient with him. He mustn't become angry if his new charge doesn't learn instantly what has taken him years to learn. Drilling is the foundation of discipline, and upon the spirit with which it is taught much of the future of the soldier is based.

**To the man in the ranks:** Don't become impa-

tient because you cannot learn it all at once. The immensity of the subject is appalling and men are spending their lives in its study. You are to learn merely the rudiments, the parts that will assist you in your work.

Observe the most rigid accuracy in your obedience to the regulations. If you start immediately it will become easy for you to form the habits necessary to a good soldier.

Discipline is only obtained through hours upon hours of drilling. Self-discipline is the first thing to acquire. Don't hold a grouch because your commander spoke harshly to you about some breach of discipline. He is anxious to see you constantly improving and his only fault in this connection is over-anxiety. It will all pass over and be forgotten, so knuckle down to the task and see that he never has another occasion to address you in the same way.

The body will most certainly fight against such rigorous training as you will undergo. It will object to the position of a soldier, practically unknown to the average slouch of a civilian. It will object to the long drilling periods. But gradually, gradually, it will harden and grow accustomed to the terrific strain and you will glory

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in your ability to endure any kind of hardship without flinching.

Teach the physical part of you to instantly obey the mental, or spiritual, part. You are not a philosopher, perhaps; you are interested in only what you see with your own eyes, and you do not spend much time in generalizations. If this is true your battle will be a simple one. But you must come away victor no matter how simple the fight. Finish your early training with one distinct thing gained—the ability to control yourself under all conditions. When you can do this there will be little cause to say that you are not a soldier.

The line between the enlisted man and the officers and non-commissioned officers is not one of personality, but of difference in office.

Salute your officers with the feeling of pride.

Obey orders given you promptly and with understanding.

The sense of discipline will grow naturally in you and finally become second nature. You will have then to use little of your gray matter for routine work and it can be used in the handling of larger duties.

The good soldier needs plenty of enthusiasm

and moral stamina. Always remember that the easiest way to accomplish things is to do them cheerfully. I have had occasion to drill recruits who objected strenuously to doing what they were told. Men of this type may be made into good soldiers, but it is doubtful.

Your uniform stands for your country. Let it be your task to live up to what it stands for!



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